

CITY OF **L**AFAYETTE

STRATEGIC

BUSINESS

PLAN

2002



October 2002

With an eye on preserving and enhancing the quality of life for Lafayette's citizens, a five-year strategic business plan for the City has been created.

The plan, which is the result of a collaborative effort from all City department managers, takes a business approach, and centers on achieving its defined goals through more efficient management and continued open, attentive communication between the City and its residents.

The plan recognizes the City for what it really is—a service provider. Like any service-oriented business, the City will continue to focus on customer satisfaction.

Goals include building and maintaining an attractive city, ensuring a safe and healthy living environment, sustaining a strong, diverse and stable economy, and creating a business culture for the City's workforce where City employees value their work environment.

The plan also calls for developing customer service standards, accountability and feedback systems to ensure citizen satisfaction.

To attain these goals, a course of action has been outlined for every City department, from my office to human resources, from information services to parks & recreation and beyond. All departments are being drawn together to work more closely and annual progress reviews are in place to keep the entire five-year plan on track.

Dave Heath, Mayor
City of Lafayette

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ISION 2020

Our vision is a safe, healthy, and accessible Greater Lafayette community that embraces our rich history, culture, and diversity.

We are true stewards of our natural resources, striving to balance planned growth and economic vitality. Our citizens, government, business, social, and educational institutions all actively work together to achieve our community goals.

UR VISION

A prosperous, attractive City, building a vibrant downtown and inviting gateways, while maintaining safe neighborhoods and our natural environment and reflecting pride in the community.

URPOSE

Working together to guide our community to maintain economic stability and achieve responsible growth while providing a safe and attractive place to work and enjoy life.

ALUES

We believe it is important to be respectful, friendly, and responsive to our diverse customers. We believe it is important to be knowledgeable, dedicated, and productive.

GOALS

COMMUNITY MEMBERS VALUE LAFAYETTE AS A GREAT PLACE TO LIVE AND WORK

Objectives and Strategies:

□ Provide for a safe and healthy community.

Promote and maintain environmental responsibility, together with community residents, industry, and state and federal government agencies.

Maintain and improve emergency disaster preparedness and responsiveness.

Improve adherence to safe and healthy housing quality standards.

Maintain fire and police protection to levels appropriate to our community.

Support and expand opportunities for citizens to engage in healthy recreational activities throughout the community.

□ Maintain and enhance a strong, diverse, and stable economy.

Expand economic incentives, marketing efforts, and suitable infrastructure to attract and retain desirable industries and businesses.

Facilitate the movement of goods and services throughout the community by continually improving transportation infrastructure and traffic operations.

Develop the support systems, such as fiber optic connectivity, needed for advanced technology industry and high tech businesses.

Provide incentives for development of attractive housing opportunities to residents of all income levels.

□ Continue to build and maintain an inviting and attractive City.

Develop a vibrant downtown that extends across the river, with a diverse mix of business, retail, arts and culture, entertainment, and public services.

Promote enhanced use of green and open spaces, riverfront, and parks.
Continue to maintain and enhance the appearance of all public property.
Create visual gateways at all major entrances to the City.
Encourage beautification efforts City-wide.

❑ **Expand partnerships with other entities to achieve mutual goals.**

Support the development of a competitive work force.
Help the improvement efforts of established and developing neighborhoods.
Encourage art and cultural opportunities.
Develop appropriate partnerships to strengthen our education system.
Work with social service providers to meet community needs.
Cooperate with other businesses and economic development organizations.

CUSTOMERS RECOGNIZE CITY SERVICES AS EXCEPTIONAL.

Objectives and Strategies:

❑ **Develop customer service standards, accountability, and feedback systems to ensure customer satisfaction.**

Develop standards for customer service using best practices from existing departments and outside resources.
Develop systems for routinely seeking feedback from customers.
Make customer satisfaction a priority in each department.

❑ **Establish comprehensive system for communication between customers and the City.**

Develop web-based system for informing and assisting customers and employees.
Create a framework for holding face-to-face meetings with the public.
Develop standards and procedures for delivering high quality phone assistance. Develop multilingual servicing ability where justifiable.

Provide annual reviews and reports of city activities through multiple media to inform the public.

Create a Citizens' Task Force of diverse representatives to provide input to the City planning process.

❑ **Provide appropriate resources for employees to respond to customer needs.**

Ensure that all employees are properly trained in customer service delivery.

Provide appropriate technological support to assist employees serving customers.

Develop system for City employees to have all of the tools and information necessary to help them communicate effectively with citizens.

CITY EMPLOYEES VALUE THEIR WORK ENVIRONMENT

Objectives and Strategies:

❑ **Promote a culture of mutual respect and equality that recognizes the diversity of functions of City departments.**

Establish fair and equitable Human Resource policies and practices that recognize diversity of employees and departments.

Strive to provide competitive pay and benefits.

Establish a system for rewards and recognition.

Establish a system for employees to provide feedback.

❑ **Provide ample facilities, resources, and opportunities for employees to work effectively.**

Establish policies and procedures to encourage and provide ongoing career development and advancement opportunities.

Establish a system to communicate all City policies, procedures, and information to employees in an ongoing and up-to-date method.

Provide the relevant tools, equipment, and training essential for effective performance of employees.

Commit to providing a safe, healthful work environment using guidelines provided by federal, state, and City authorities.

**CITY RESOURCES ARE OPTIMIZED TO PROVIDE
THE BEST POSSIBLE SERVICES AND INFRASTRUCTURE**

Objectives and Strategies:

❑ **Coordinate departmental activities for efficiency and effectiveness.**

Define & develop a system for interdepartmental sharing of resources and plans.

Establish a system to enhance communication with City Council.

Establish a position to manage interdepartmental planning, communication, and collaboration.

❑ **Develop and maintain integrated financial planning and asset management processes.**

Implement an interdepartmental Asset Management System.

Develop capital improvement and preventive maintenance priorities.

Review existing and explore potential revenue sources.

Develop prudent, long-term financial planning.

Plan for the needs of the urbanizing areas outside the current City limits.

❑ **Maintain user rates, fees, and taxes that are competitive with other similar communities**

Review existing and potential rates and fees and compare with similar communities.

Review major work processes in each department to lead to higher efficiency or effectiveness.

Collaborate with other local jurisdictions to limit redundancies and coordinate services.

ACTIONS

Mayor's Office

- Collaborate with other local jurisdictions to limit redundancies and coordinate services.
- Create a Citizens' Task Force of diverse representatives to provide input to the City planning process.
- Develop appropriate partnerships to strengthen our education system.
- Encourage art and cultural opportunities.
- Establish a position to manage interdepartmental planning, communication, and collaboration.
- Establish a system for rewards and recognition.
- Make customer satisfaction a priority in each department.
- Provide annual reviews and reports of city activities through multiple media to inform the public.
- Review major work processes in each department to lead to higher efficiency or effectiveness.

Clerk

- Create a framework for holding face-to-face meetings with the public.
- Develop system for City employees to have information to help them communicate effectively with citizens.
- Develop systems for routinely seeking feedback from customers.
- Establish a system for employees to provide feedback.
- Establish a system to communicate all City policies, procedures, and information to employees in an ongoing and up-to-date method.
- Establish a system to enhance communication with City Council.



Controller

- Define & develop a system for interdepartmental sharing of resources and plans.
- Develop prudent, long-term financial planning.
- Implement an interdepartmental Asset Management System.
- Review existing and explore potential revenue sources.
- Review existing and potential rates and fees and compare with similar communities.



Community Development

- Help the improvement efforts of established and developing neighborhoods.
- Provide incentives for development of attractive housing opportunities to residents of all income levels.
- Support the development of a competitive work force.
- Work with social service providers to meet community needs.



Facilities

- Continue to maintain and enhance the appearance of all public property.
- Develop capital improvement and preventive maintenance priorities.



Human Resources

- Ensure that all employees are properly trained in customer service delivery.
- Establish fair and equitable Human Resource policies and practices that recognize diversity of employees and departments.

- Establish policies and procedures to encourage and provide ongoing career development and advancement opportunities.
- Provide tools, equipment, and training essential and relevant for effective performance of employees.
- Strive to provide competitive pay and benefits.
- Commit to providing a safe, healthful work environment using guidelines provided by federal, state, and City authorities.

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- Develop the support systems, such as fiber optic connectivity, needed for advanced technology industry and high tech businesses.
- Develop web-based system for informing and assisting customers and employees.
- Provide appropriate technological support to assist employees serving customers

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- Maintain and improve emergency disaster preparedness and responsiveness.
- Maintain fire and police protection to levels appropriate to our community.

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- Encourage beautification efforts City-wide.
- Promote enhanced use of green and open spaces, riverfront, and parks.
- Support and expand opportunities for citizens to engage in healthy recreational activities throughout the community.



Public Works

- Improve adherence to safe and healthy housing quality standards.
- Facilitate the movement of goods and services throughout the community by continually improving transportation infrastructure and traffic operations.
- Promote and maintain environmental responsibility, together with community residents, industry, and state and federal government agencies.



Redevelopment

- Cooperate with other businesses and economic development organizations.
- Create visual gateways at all major entrances to the City.
- Develop a vibrant downtown that extends across the river, with a diverse mix of business, retail, arts and culture, entertainment, and public services.
- Expand economic incentives, marketing efforts, and suitable infrastructure to attract and retain desirable industries and businesses.
- Plan for the needs of the urbanizing areas outside the current City limits.



Water Billing

- Develop standards for customer service using best practices from existing departments and outside resources.
- Develop standards and procedures for delivering high quality phone assistance. Develop multilingual servicing ability where justifiable.